



Quality of work life: an analysis in a commercial steel organization in the state of Ceará

Qualidade de vida no trabalho: análise em uma organização comercial de aços no estado do Ceará

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Abstract

This study aims to investigate the perception of Quality of Work Life (QWL) of workers in a steel commercial organization with 3 branches in the state of Ceará, in the cities of Fortaleza, Sobral and Juazeiro do Norte, based on the model of Richard Walton (1973). The study presents the evolution of the concepts of Quality of Work Life, the main models of QWL and metrics of other studies addressing the same theme. For that, the exploratory, qualitative, descriptive method was applied, and the questionnaire was used as the medium for data collection. The results indicate that the criterion of growth opportunities did not present the same significant result as the other evaluated criteria. On the other hand, the criterion of social relevance of work was highlighted, showing that even with some other difficulties identified, the workers are proud to belong to this company. It is estimated that this research can serve to make decisions and assist managers and human resources policies, directing greater efforts to quality of work life and power that it can exercise within the institution.

Keywords: Quality of Work Life (QWL). Steel Business Organization. Walton Model.

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Resumo

Este estudo tem como objetivo investigar a percepção de Qualidade de Vida no Trabalho (QVT) dos trabalhadores de uma organização comercial de aços com 03 filiais no estado do Ceará, nas cidades de Fortaleza, Sobral e Juazeiro do Norte, tendo como base o modelo de Richard Walton (1973). O estudo apresenta a evolução dos conceitos de Qualidade de Vida no Trabalho, os principais modelos de QVT e métricas de outros estudos abordando o mesmo tema. Para tanto foi aplicado o método exploratório, qualitativo, descritivo, sendo o questionário utilizado como o meio para coleta de dados. Os resultados apontam que o critério de oportunidades de crescimento não apresentou o mesmo resultado significativo quanto aos outros critérios avaliados, em contrapartida, o critério de relevância social da vida no trabalho destacou-se positivamente, mostrando que mesmo com algumas outras dificuldades identificadas, os trabalhadores têm orgulho em pertencer à esta empresa. Estima-se que esta pesquisa possa servir para tomar decisões e auxiliar gestores e políticas de recursos humanos, direcionando maiores esforços para a qualidade de vida no trabalho e o poder que este pode exercer dentro da instituição.

Palavras-chave: Qualidade de Vida no Trabalho (QVT). Organização Comercial de Aços. Modelo de Walton.

Introduction

A significant fraction of lifetime is experienced within the work environment, so it is essential for people to feel good about it (Arthaud-Day, Rode, & Turnley, 2012). Over the years, organizational managers have sought to give greater relevance to workers' quality of life, since some factors such as production and company results are directly related to the performance of those who work on it (Tiecher & Diehl, 2017).

Dal Forno and Finger (2015) and Souza, Oliveira, Almeida and Sabbag (2021), affirm that they have perceived the need for companies to plan, insert and analyze alternatives that would allow employees greater satisfaction, well-being and health, and, among other consequences, improvements in productivity, profitability and deliveries. Silva and Campos (2017) emphasize planning, involving people, organizations, and work, making connections with problems and making decisions are characteristics of Quality of Work Life (QWL).

The literature has highlighted several concepts of QWL, Limongi-França (1997) defines as a cluster of actions in an organization involving the implementation of technological and managerial improvements and innovations. Bispo, Mendes and Sá (2013) emphasize the quality

of interpersonal relations, the way work is organized, and the type of direction adopted, infer in employees' QWL while others show management support and assimilation of possible career consequences contribute to enjoyment of work (Freitas, Paiva, Lima, & Pinto, 2019; Oliveira, Minetti, & Oliveira, 2012).

Saraji and Dargahi (2006) argue high levels of QWL are fundamental for companies to have a greater dominance in retention and attraction of employees, which however becomes a complex problem since, according to the authors, it is impotent to identify all elements that affect QWL. What is known is quality of life and QWL influence each other, so that job discontent can lead to family conflict or personal relationships outside company, and vice versa (Dhamija, Gupta, & Bag, 2019; Limongi-França, 2003; Oliveira, Silva, Castro, & Limongi-França, 2015).

In this context, the following research problem is outlined: how do the employees of a multinational steel commercial company, ranked in the best companies to work for Exame magazine in the year 2017, evaluate their quality of work life?

Thus, the study has the general objective of analyzing the indicators of Quality of Work Life (QWL) of employees in a multinational commercial steel organization. Additionally, as specific objectives: (i) describe the profile of the employees who make up the organization under study; (ii) to investigate how the company's employees evaluate their quality of work life based on QWL model proposed by Walton (1973). The sample gathers information from 18 employees of a multinational commercial steel company in the state of Ceará in the cities of Fortaleza, Sobral and Juazeiro do Norte in the year 2018.

Review of the Literature

2.1 Historical Evolution

In the 1950s, in England, Eric Trist with help of his collaborators from Tavistock Institute, conducted a study with the intention of exploring individual-work-organization relationship. The approach developed by these researchers was based on worker satisfaction in their work environment (Rodrigues, 1998). However, problems such as high inflation and energy crisis meant that importance could be given to QWL could be overlooked in order to be thought of as solutions to economic situation of moment (Tiecher & Diehl, 2017).

Thus, interest in QWL was only resumed in the 1960s, with studies on the most suitable models for performing work focusing on health and well-being of employees (Angrad, 2012).

Since then, indicators such as aspirations and personal needs correlated with increased productivity have gained more prominence as they are basis for a good economic-financial performance, a consequence of high competitiveness of the international market (Monteiro, Diniz, Limongi-França, & Carvalho, 2011). The organizations witnessed a reduction in validity of their knowledge during this period and began to realize that it was no longer possible to rely on Higher Education Institutions to develop their workforce (Tarapanoff, 2006).

Studies on QWL evolved from research and theories on human behavior, especially based on administrative schools proposed by Mayo (1945), Maslow (1971), McGregor (1960) and Herzberg (1966). Since quality of work life can be influenced by external factors, individual needs and other factors related to individual.

Mayo (1945) shows in his publication in Western Electric Company concerns about external factors can influence performance of worker activities. Maslow (1971) brings a hierarchy of needs, distributed in physiological needs, of love, of security, of esteem and of self-realization. First, it was adopted continuously, sequentially. Subsequently, less rigid, in affirming the individual may find himself satisfied and dissatisfied moderately in all fundamental necessities.

McGregor (1960) bases his research on theory X and Y, where in theory X emphasizes people are disgusted with work and avoid it, being necessary they be inspected and coerced so their tasks are fulfilled, and organizational objectives achieved. On the other hand, in Y theory, people seek to satisfy their individualistic needs through work, self-controlling for it, in exchange for compensation associated with performance of tasks.

According to Herzberg (1966), the factors that motivate work are those refer directly to task and its execution, in which motivation and productivity have a relation of dependence. Herzberg (1966) also identifies two influencing factors for satisfaction of individual: motivators related to achievement, recognition of work, development, responsibilities and work itself; while hygiene refers to working conditions, remuneration, supervision and situation.

2.2 QWL Concepts

Some authors are always reminded as mandatory references when it comes to QWL. Their theories, which even after so many years after their publications are still considered modern and comprehensive, are widely cited in literature and their models applied in research on subject. Walton (1973), Hackman and Oldham (1975), Westley (1979), Werther and Davis

(1983), Nadler and Lawler (1983) and Limongi-França (1997) are considered pioneers in scientific approach to QWL.

Walton (1973) brought as a main idea about QWL the humanization of work together with corporate social responsibility. Not only sums up the legal labor issues or development tasks. It is integrated with subjective aspects of work, such as company image, sense of justice, social inclusion and expectations, as well as incorporate issues related to position, the work itself, organizational environment and needs of the individual.

Hackman and Oldham (1975) point out QWL is related to internal motivation, satisfaction and enrichment of the position, making it more productive and satisfactory, for which it is necessary to reformulate these positions. They maintain emphasis in this valorization of positions, through analysis of organizational, environmental and behavioral factors.

Westley (1979) resembles Walton when he defines QWL highlighting psychological factor and social responsibility of organization related to people. It connects QWL to four dilemmas: economics, politics, psychology and sociology, where QWL's level will be measured according to the level of existence of these dilemmas, inversely proportional.

For Werther and Davis (1983) QWL would be linked to mission of making positions more satisfactory and productive. Emphasis was placed on valuing positions through the analysis of organizational, behavioral and environmental elements. According to Nadler and Lawler (1983) the concept of QWL is related to way people are reflected, to collaboration in solving problems, improving and enriching work's environment. And not only can they do jobs better, but work can also make them better people.

Limongi-França (1997) emphasizes care and progress of people during work in company, conceptualizing QWL as a set of business actions involving factors such as: implementation of improvements and innovations of a technological and managerial nature. They also highlight the need to observe company and people, which is defined as a biopsychosocial approach.

2.3 Models of QWL

The development of QWL studies has developed in order to improve organizational effectiveness, and for this an essential requirement is the satisfaction of individual through participation in decisions as well as favorable conditions in his work. During this process, researchers developed their studies to point where QWL models with different dimensions were structured, among them following models: Walton (1973), Hackman and Oldham (1975),

Westley (1979), Werther and Davis (1983), Nadler and Lawler (1983), Huse and Cummings (1985) and Fernandes (2012). Table 1 summarizes some of these models presented in literature.

Table 1
Models of Quality of Work Life

Author	Dimensions
Walton (1973)	Fair and adequate compensation; Work conditions; Use and development of activities; Opportunity for growth and security; Social integration; Constitutionalism; Work and total living space; and Social Relevance.
Hackman and Oldhan (1975)	Variety of skills; Identity of task; Meaning of task; Autonomy; and Feedback.
Westley (1979)	Economical; Politics; Psychological; and Sociological.
Werther and Davis (1983)	Supervision; Work conditions; Payment; Benefits; and Post Design.
Nadler and Lawler (1983)	Perception of needs; Problem focus; The structure for identifying and solving problem; Projected compensation; Multiple systems affected; and Broad organization involvement.
Huse and Cummings (1985)	Worker participation in solving organizational problems; job design; Innovation in reward system; and Improvement in work's environment.
Fernandes (2012)	Work conditions; Cheers; Moral; Compensation; Participation; Communication; Company's image; Boss-subordinate relationship; and Organization of work.

Source: Prepared by the author.

Hackman and Oldham (1975) emphasize through their proposed model the most critical psychological conditions are caused by the existence of five basic dimensions of work.

I - Variety of skills: stage in which work requires other knowledge and skills.

II - Task identity: phase in work is executed completely (from beginning to end) and with a perceptible result.

III - Meaning of the task: phase in work impacts on life and work of other people, whether internal or external to the company.

Autonomy - a phase work gives worker independence and freedom in scheduling his tasks to be performed.

IV - Feedback: a stage where employee receives information about his or her performance in execution of his or her work, either by colleagues, supervisors or clients.

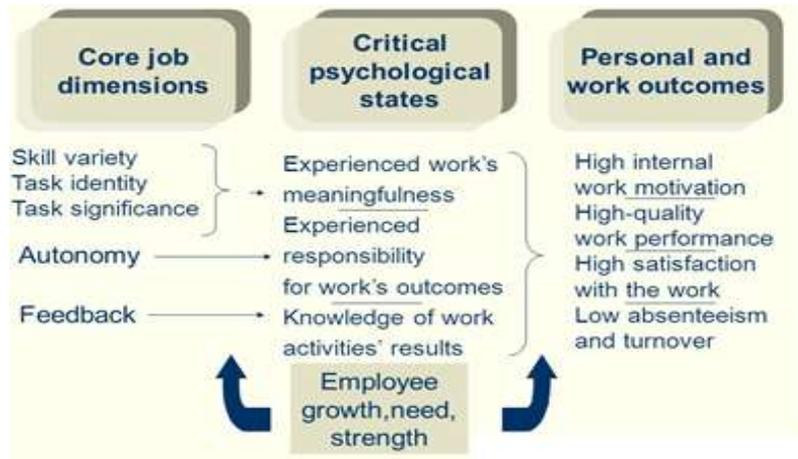


Figure 1. Basic task dimension models

Source: Hackman and Oldhan, 1974.

Westley (1979) argues in his research QWL can be developed and influenced by four indicators: political, economic, psychological and sociological. These have consequences, respectively, injustice, insecurity, alienation, and anomie.

Injustice is directly linked to accumulation of power resulting from concentration of profits and exploitation of workers, provoking insecurity. Regarding sociological and psychological indicators, alienation comes from cruel traits the work acquired by the complexity of the organizations and anomie, understood as absence of laws and regulations, occurs due to a lack of involvement with activities themselves. Table 2 presents Westley model adapted by Rodrigues (2002).

Table 2
Origins of the QWL according to Westley

Nature of The Problem	Symptom of the Problem	Action to Solve the Problem	Indicators	Proposals
Economic	Injustice	Union of workers; Unions	Dissatisfaction; Strike; Sabotages	Cooperation; Profit sharing
Political	Insecurity	Political positions	Dissatisfaction; Strike	Work supervised self; Council of workers
Psychological	Alienation	Security agents	Disinterest; Absenteeism	Enrichment of tasks
Sociological	Anomia	Self-development; Working groups	Absence of Meaning of work	Social and technical methods applied to groups

Source: Westley, 1979.

For Werther and Davis (1983), many factors are involved in QWL, such as working conditions, supervision, pay, benefits and job design. But the biggest highlight is position itself, it is closely involved workers. For as much as there is a favorable working condition with good

pay, good supervision and valuable benefits, worker's activity may be, in his own view, classified as boring.

The Werther and Davis (1983) model also addresses organizational elements (such as flow and work practices beyond the mechanistic approach), environmental elements (such as social expectations and employee ability and availability) and behavioral elements (such as autonomy, variety and identity of task). To have satisfaction of both parties in company-worker relation, it is necessary all requirements in these three areas, organizational, environmental and behavioral, are aligned with an appropriate project of position (Pedroso & Pilatti, 2009).

In turn, Nadler and Lawler (1983) listed six factors for successful QWL projects: perceived need, focus on problem, structure for identifying and solving this problem, projected compensation for processes and outcomes, multiple systems affected, and involvement of organization. According to this model, QWL is determined through considerable efforts to attain it. The points interfere with employee satisfaction and well-being are participatory problem solving, task restructuring, innovative rewards systems development, and work environment improvements (Nadler & Lawler, 1983).

In his model Huse and Cummings (1985) present four aspects:

(I) employee participation in solving organizational problems: the performance is operationalized through analysis and problem solving in production and cooperative work teams.

(II) project of position: it must supply technological needs of worker and include enrichment of work.

(III) innovation in reward system: it aims to reduce differences in status and wages among workers, covering whole plan of positions and wages of organization

(IV) improvement in working environment: covers physical and tangible changes in working conditions, such as change or flexibility in schedules, equipment locations of change, among others.

Fernandes (2012) brings following key factors about QWL: working conditions, compensation, boss-subordinate relationship, participation, health, moral, communication, image organization and work organization. The model practiced by the author is called "Operational Audit of Human Resources for Improvement of Quality of Work Life". It is based on specialized bibliographic registries about QWL, aiming to use PDCA cycle (Plan, Develop, Check and Act) in area of human resources seeking improvements, implementing aspects to be evaluated with objective of measuring level of satisfaction and quality of work life.

Finally, Walton (1973) presented a model through eight categories, correlates work's environment with life outside company. For him, individual desires and environmental needs must be met, not allowing technological advances and economic growth to occur to detriment of the individual and environment (Fernandes, 2012; Freitas *et al.*, 2019).

The following are the eight Walton-rated factors that affect QWL:

I - Fair and Adequate Compensation: Walton believes work is a means of earning a living. Therefore, remuneration must be fair so employee lives with dignity. For this fact, other questions are also considered, such as training, responsibility and working conditions, market supply and demand, average salaries and profit sharing.

II - Working conditions: this category addresses conditions existing in workplaces, from physical to workday itself. They were presented in six subdivisions:

- a) Working day: amount of hours worked
- b) Workload: the amount of work completed in a shift.
- c) Physical environment: conditions of well-being in the place where tasks are developed.
- d) Material and equipment: it analyzes the quantity and quality of the material available to carry out work.
- e) Healthy environment: health and safety conditions.
- f) Stress: worker's perception of the level of stress to which he is subjected.

III - Use and capacity development: refers to possibilities' workers must put into practice his professional knowledge and aptitude in development of work. Walton also determined criteria for this factor, the main of them: autonomy, task significance, task identity, variety of skill and retro information. The worker needs to feel important, with his skills and abilities being well exploited and developed, making it essential for execution of work (Tiecher & Diehl, 2017).

IV - Opportunity for growth and security: it includes QWL in relation to possibilities that company offers so workers can develop and grow, based on criteria of: career possibility, personal growth and job security.

V - Social integration in organization: this factor relates to personal relationships and self-esteem at workplace. The points of influence in this factor are absence of prejudice, creeds, color, race and lifestyle; social equality; social mobility; companionship; sense and exchange of information.

VI - Constitutionalism in organization of work: it understands established norms, rights, and duties and decisions taken, as these may have some kind of personal interest favor and to

avoid this mustthere is constitutionalism. The main elements of constitutionalism, for Rodrigues (1998), are right to privacy, freedom of expression and equality before law.

VII - Work and total space of life: in this factor the goal is to determine the balance between personal and professional life. Rodrigues (1998) emphasizes individual's work experience interferes in a positive or negative way in his or her other spheres of life, such as family and / or social environment.

VIII - Social relevance of life at work: this last factor aims to measure the level of QWL according to employee's perception of company's social responsibility towards community, assistance with services and employees, and the image of institution itself. Understand in identifying employee satisfaction in belonging to that institution.

Below are the eight criteria described by Walton (1973) with their indicators:

Table 3
Criteria of Walton (1973)

Criteria	QWL Indicators
I - Fair and adequate compensation	Internal and external equity; Justice in compensation; Sharing of productivity gains; Proportionality between wages.
II - Working conditions	Working day reasonable; Safe and healthy physical environment; Absence of insalubrity. Process Technology; Security Equipment.
III - Use and development of capacities	Autonomy; Imposition of the Task; Multiple Qualities; Performance evaluation.
IV - Opportunity for growth and security	Professional Growth; Training; Incentives to study; Job security.
V - Social integration in an organization	Absence of prejudice; Valuing ideas; Relationship; Commitment of the team.
VI - Constitutionalism in organization of work	Rights of worker protection; Personal privacy; Freedom of expression; Labor rights.
VII - Work and total space of life	Influence on family routine; Possibility of Leisure; Hours of work and rest.
VIII - Social relevance of life at work	Company's image; Pride of work; Social responsibility of the company; Product liability; HR Practices.

Source: Walton (1973).

The model of Walton (1973) was the main one among those presented and what served as a reference for other authors and studies that appeared years later. Walton (1973) made the understanding that QWL is intertwined with everything is around the task, such as working conditions, opportunity for growth, representativeness before community, among others (Tiecher & Diehl, 2017). Therefore, this was the model chosen to serve as a basis for this work, since it covers the various factors of personal and professional life.

2.4 QWL metrics

Below we bring some recent research and their respective results addressing QWL in different scopes.

Klein, Lemos, Pereira and Beltrame (2017) analyze the quality of life at work with objective to identify factors that direct the QWL, based on perception of employees of a public organization. Applying a questionnaire to faculty and administrative staff of a federal university of higher education in interior of the state of Rio Grande do Sul. They conclude the factors Satisfaction at Work, Physical Space, Opportunity for Professional Growth and Relationships with the Colleagues impact beyond an improvement in the quality of workers' lives, productivity, work commitment, worker health and reduction of absenteeism.

Paiva, Lima, Vasconcelos and Arruda (2017) seek to analyze QWL in electricians in the State of Ceará, with the application of abbreviated on QWL questionnaire with workers who deal daily with hazard. The results show satisfactory levels of QWL, where analysis of physical/health domains, psychological, personal and professional showed satisfactory levels.

On the other hand, Paiva, Lima and Jales (2017) approaches perception of the QWL of nocturnal workers in an airline in the city of Fortaleza-CE, being based on the model of Walton (1973). An interview was conducted with about 20 employees of this company and results indicated a dissatisfaction with indicators of Fair and Adequate Compensation, Job Security and Growth Opportunity, in contrast the indicators with the highest positive evaluation were social relevance and social integration in the organization. But in general, the study reports a dissatisfaction with current situation of QWL in perception of these workers suggesting they should first adapt their lives to work and, therefore, seek quality of life.

Methodology

The paper has a qualitative nature because it is subjective method that involves examining and reflecting the perceptions to obtain an understanding of social and human activities" (Collis & Hussey, 2005). As for the ends, the research is classified as descriptive, since it exposes the characteristic of a certain population or of a certain phenomenon, since it has no commitment to explain the phenomena it describes, although it serves as a basis for such explanation.

The population refers to workers of a national company operating in steel sector, recognized by Exame magazine with one of the Top Companies to work. The sample covers the employees who work in headquarters of the company in the state of Ceará, totaling 43 professionals, in the cities of Sobral, Juazeiro do Norte and, in the capital, Fortaleza.

The choice of the company was initially due to the fact this company was ranked as one of the best companies to work for in the state of Ceará, a factor that makes it possible to compare factors related to quality of work life under other metrics. The availability and accessibility of the company for the application of questionnaires among its employees were also determining factors for the definition of this company for this research.

The method used to choose the sample was the non-probabilistic and intentional, since there is a deliberate choice of the elements of the sample, based on access to the company and the availability of the professionals of that company to respond to the research (Babbie, 2005).

Data collection was carried out using a structured questionnaire, addressing characteristics of respondent's profile, and 34 questions about QWL, divided into eight dimensions: fair and adequate compensation (I); working conditions (II); use of capacity at work (III); opportunity for growth (IV); social integration (V); respect to laws (VI); space that work occupies in life of workers (VII); and social relevance (VIII). The operationalization of variables of the questionnaire was carried out according to Walton (1973) model adapted.

For the organization of employee satisfaction, a five-point Likert scale was used: (1) very dissatisfied; (2) dissatisfied; (3) indifferent; (4) satisfied; and (5) very satisfied. The questionnaire also consisted of an additional question on a scale of 0 to 10 to evaluate the score that the servers give to their satisfaction with QWL. Data analysis was performed in two phases: descriptive statistics and multivariate statistics (Costa, Bento, Sá, & Ziviani, 2013).

Results

The results are divided into two subsections: participant data, in which two participants are presented or profiled, shows and characteristics regarding gender, link and storage; and analyze on QWL, which deals with results on fair and adequate remuneration; working conditions; use of capacity development; growth opportunities; social integration in the organization; constitutionalism; work and in the total living space; and social relevance of QWL.

4.1 Profile of Respondents

The survey counts on a sample of 23 professionals interviewed distributed in the 03 branches of the commercial steel organization studied in the State of Ceará, more precisely in the cities of Fortaleza, Sobral and Juazeiro do Norte. The average duration of interviews was 12 (twelve) minutes. Table 4 shows the age and education level of the respondents.

Table 4

Profile of the respondents

Schooling			Age		
Fundamental	4	17.39%	Between 15 and 20	1	4.35%
Medium	3	13.04%	Between 21 and 30	7	30.43%
Incomplete Supplement	6	26.09%	Between 31 and 40	12	52.17%
Graduated	10	43.48%	Between 41 and 50	3	13.04%
Total	23	100%	Total	23	100%

Source: Research data.

We found, in terms of age, more than half of the sample (52%) is comprised of professionals aged 31-40 years, 30% between 22 and 30 years, 13% between 41 and 50 years, and 4% between 15 and 21 years. they enter the company with positions of young apprentice. As for education, 43.48% have completed higher level and 26.09% incomplete, these figures are presented considering the fact to work in administrative area is required higher level completed or in progress for any office. Still 17% are mentioned with average level and another 17% with fundamental level (Table 5).

Table 5

Gender, Bonding and Stocking

Gender			Bond			Stock		
Male	16	69.57%	Ter.	6	30.43%	Oper.	10	56.52%

Female	7	30.43%	CTS	17	69.57%	Adm.	13	43.48%
Total	23	100%	Total	23	100%	Total	23	100%

Source: Research data.

Concluding the study of profile of respondents, we noticed the great majority, with about 69.57%, belong to males and 30.43% to females. The male dominance in branches is greater because operations sector only men, due to use of force to handle some types of equipment for loading and unloading of trucks. On the issue of capacity, 56.52% of respondents belong hundred to administrative sector and 43.48% to operating area, send 30.43% outsourced which are divided between companies that provide cleaning and transport services, the other 67% are composed of their own employees.

4.2 QWL Analysis

Regarding more specific analysis that is to identify the level of QWL of employees belonging to this steel trade organization according to the model of Walton (1973), the results are distributed next, both by the criteria and indicators that belong and make up these criteria.

Table 6

Results on fair and adequate compensation

	Very unsatisfied	Dissatisfied	Indifferent	Pleased	Very satisfied
Fair Remuneration	0	3	3	15	2
Wage Equity	0	3	6	13	1
Participation Results	0	5	2	8	8
Extras Benefits	3	3	0	9	8
Total	3	14	11	45	19
%	3.26%	15.22%	11.96%	48.91%	20.65%

Source: Research data.

We find the first criterion treated by Walton (1973), Fair and Adequate Compensation, where, according to it, "fair compensation" and "adequate income" are very important factors for QWL, had a total of 92 fragments in answers considering the sum of all indicators that compose it. Where, in general, about 45 responses, with a total of 48.91% of employees feel they are satisfied with their salaries, participation in results and benefits that company offers them. These results require a lot of attention because one of the factors that contribute most to a demotivated professional is when he or she judges wronged in their salaries, because in addition to impacting on the level of material issues, it also corrupts well-being of people (Lacombe, 2017).

Regarding second criterion, on working conditions, composed of the sum of results of indicators - adequate working hours, physical and safe environment, process technology, health and safety equipment - the results are arranged according to Table 7.

Table 7
Results on working conditions

	Very unsatisfied	Dissatisfied	Indifferent	Pleased	Very satisfied
Working hours	0	2	0	11	10
Safe physical environment	0	2	3	12	6
Process Technology	0	2	4	11	6
Healthiness	1	3	2	11	6
Safety equipment	1	0	0	8	14
Total	2	9	9	53	42
%	1.74%	7.83%	7.83%	46.09%	36.52%

Source: Research data.

We could observe about 46.09% of respondents are satisfied with current working conditions the organization offers, ranging from working hours to safety equipment, and in latter company is a benchmark by level of attention with programs and policies aimed at to protection of the worker since activity performed by operation team is considered a risk. And in this specific factor we perceive that 22 of the 23 respondents are satisfied or very satisfied. An appropriate and safe workplace is one of eight basic characteristics that make up the idea of a rewarding job, which is one in which worker wakes up motivated every day to follow to the same and back home happy and satisfied (Tiecher & Diehl, 2017).

In third category, the use and development of capacities was approached through the sum of following indicators: autonomy; importance of task; multiple qualities; and performance evaluation. The result was presented according to Table 8.

Table 8
Results on use of capacity development

	Very unsatisfied	Dissatisfied	Indifferent	Pleased	Very satisfied
Autonomy	0	1	0	13	9
Importance of the Task	1	0	0	13	9
Multiple Qualities	1	0	1	13	8
Performance evaluation	1	1	1	18	2
Total	3	2	2	57	28
%	3.26%	2.17%	2.17%	61.96%	30.43%

Source: Research data.

According to the data, about 95.65% of total respondents, adding opinions of satisfied and very satisfied, affirm they apply professional knowledge and skills with autonomy. Still,

91.30% can develop different skills, 4.35% consider themselves indifferent and the same percentage also believes they have not yet had opportunity to put into practice.

As for the feedback, we have 86.95% of respondents satisfied and according to methods adopted by the company in execution of their performance evaluations. In general, adding all indicators, we can evaluate 61.96% of respondents are satisfied and 30.43% very satisfied with use of their capacities carried out by the organization. The application of knowledge and practice of different skills, besides obtaining opinions about activities performed through the feedback, are fundamental for construction of QWL, providing health, pleasure and well-being (Tiecher & Diehl, 2017).

In fourth category, which analyzes levels of growth and security opportunities through indicators - professional growth, training, study incentives and job security - the results are set out as follows (Table 9).

Table 9
Results on growth opportunities

	Very unsatisfied	Dissatisfied	Indifferent	Pleased	Very satisfied
Professional growth	1	1	1	14	6
Training	1	4	8	7	3
Incentives to study	0	4	13	6	0
Job security	1	3	10	7	2
Total	3	12	32	34	11
%	3.26%	13.04%	34.78%	36.96%	11.96%

Source: Research data.

We observed in total evaluation (sum of all indicators) there is a balance between those who are satisfied and those who are indifferent (or still did not know) about growth opportunities, with respectively 36.96% and 34.78% of total respondents. The indicators weighed most to have an intermediate response as "indifferent" were those of training, study incentives, and job security. One of the respondents stated that company initially offered scholarships in languages or financed 50% of the faculty of some employees, but these benefits ended about two years ago. In the course of training, the sales area of company complains of more face-to-face training and not just via Skype, since for other sectors at least once in the year this occurs. On the other hand, in indicator for professional growth, 14 respondents (60.86%) are satisfied with the possibility of professional growth within company, given that there are many examples of people who started as trainees and / or operators and now hold management positions.

In the criterion related to social integration in organization studied through the indicators: prejudice, valorization of ideas, relationship and commitments of the team, the results are arranged according to Table 10.

Table 10
Results on social integration in the organization

	Very unsatisfied	Dissatisfied	Indifferent	Pleased	Very satisfied
Prejudice	2	1	2	11	7
Valuing ideas	1	0	0	10	12
Relationship	0	2	0	14	7
Team Commitment	0	0	3	16	4
Total	3	3	5	51	30
%	3.26%	3.26%	5.43%	55.43%	32.61%

Source: Research data.

According to the results, indicators of commitment of team where 16 people (69.56%) are satisfied, and the one of relationship with colleagues and heads of work, where 14 people (60.86%) are satisfied, 7 (30.43%) very satisfied and only 2 (8.70%) are dissatisfied. The level at which employees think their ideas are valued, considering opinions of those who are satisfied and very satisfied, we have about 22 respondents, which corresponds to 95.65% of total. In prejudice indicator, we observed 2 people are very dissatisfied (8.69%). In contrast, we have 11 people (47.83%) satisfied and 7 people (30.44%) very satisfied. Generally, about 55.43%, more than half of answers shows that the employees of mentioned company are satisfied with adopted policies in criterion of social integration within organization.

The evaluations and answers on criterion of constitutionalism, composed of the sum of indicators: labor rights, freedom of expression, rights of protection of worker and respect for individuality, are presented below.

Table 11
Results on constitutionalism

	Very unsatisfied	Dissatisfied	Indifferent	Pleased	Very satisfied
Labor rights	1	0	1	9	12
Freedom of expression	1	0	0	15	7
Worker's protection rights	1	1	0	13	8
Respect for individuality	0	0	2	12	9
Total	3	1	3	49	36
%	3.26%	1.09%	3.26%	53.26%	39.13%

Source: Research data.

We can see from the analysis in Table 11 that 53.26% of responses in general indicate workers have respected their individuality, freedom of expression, labor rights and worker

protection rights. Only 3.26% of respondents are very dissatisfied, 1.09% dissatisfied and 3.26% indicate they are indifferent. The QWL raises concept of humanized work, which is evaluated as beneficial when it provides the best fit between workers, environment, tasks, and technology (Davis & Newstrom, 1992).

The penultimate criterion gives an analysis about work and total space of worker's life, evaluated through indicators: influence in family's routine, possibility of leisure, and work and rest times. The results are arranged according to Table 12.

Table 12
Results on work and total living space

	Very unsatisfied	Dissatisfied	Indifferent	Pleased	Very satisfied
Influence in the family routine	0	1	2	14	6
Possibility of leisure	0	3	1	15	4
Hours of work and rest.	0	3	2	9	9
Total	0	7	5	38	19
%	0.00%	10.14%	7.25%	55.07%	27.54%

Source: Research data.

With the result that 55.07% of total answers of each criterion indicate that respondents consider themselves satisfied, believing there is a balance between work and personal life. 27.54% are very satisfied and 10.14% are considered dissatisfied. The indicators contributed mostly to this dissatisfaction were working hours and leisure possibility with 3 responses each (13.04% of the total). We believe such responses are related to recent implementation of nighttime at Fortaleza branch office by truck loading operations sector, but in order to have legitimate certainty, a more specific study is necessary, which we can deepen in a study.

The eighth and final criterion of Walton (1973) model presents results on social relevance of work life, composed of following indicators: pride of work, constitutional image, social responsibility, product quality and HR policies. The results are as follows.

Table 13
Results on the social relevance of work life

	Very unsatisfied	Dissatisfied	Indifferent	Pleased	Very satisfied
Pride of work	1	0	1	12	9
Institutional image	1	0	1	10	11
Social responsibility	0	0	4	14	5
Product quality	0	1	0	7	15
HR Policies	0	0	1	11	11
Total	2	1	7	54	51
%	1.74%	0.87%	6.09%	46.96%	45.35%

Source: Research data.

We have a balance between very satisfied with 45.35% and satisfied with 46.96% of answers collected, which allows us to evaluate a total of 92.31% of significant in the lives of people, inside and outside the organization. The pride of belonging to company, among satisfied and very satisfied add up to about 21 people (91.30% of the total). The constitutional image of company and its products were equally well evaluated with about 90% of answers between satisfied and very satisfied, given organization's market time and national reputation for quality of its products. HR policies were also well evaluated, representing a total of 22 (95.65%) responses in the sum of satisfied and very satisfied.

Conclusion

Understanding quality of work life and criteria that compose and influence it is fundamental for well-being of employees and, consecutively, progress of the organization, especially in private sector companies (Tiecher & Diehl, 2017). Functional workers belonging to this sphere who are holders of greater knowledge and skills are strategically important in corporate development projects and QWL has been used to leverage satisfaction index of these workers, aiming at an even greater commitment to processes (Mohammadi, Kiumarsi, & Hashemi, 2016).

This study sought to analyze how workers in a steel commercial organization with three branches in the state of Ceará, more precisely in the cities of Fortaleza, Sobral and Juazeiro do Norte, which was present in the ranking of the 150 best companies in Brazil to work in year 2017 listed by brazilian magazine Exame, evaluated their QWL and effects of these in their lives, whether personal or professional.

The model used to conduct the research with employees was developed by Richard Walton in 1973, still used today in research of the same nature that this one to provide orientations to managers and researchers as if the theorizing organization was absolutely recognized and incontestable. The use of this model must take place in diverse scenarios to examine limits of human perception about QWL (Rocha, Sousa, & Chaym, 2017).

According to the results of this research we noticed, in general, most workers agree their QWL is adequate, since in six of the eight criteria evaluated, if we add percentage of responses with "satisfied" or "very satisfied", they exceed 80% Sample. The most important criterion was "social relevance of work life" (if evaluated in order to sum up results of the "satisfied" opinion with a very "satisfied") demonstrating that a large part of respondents agrees the work that they

perform adds value to community, that company's social responsibility has strength, the institutional image structure is clean and respected, or show pride in being part of the company.

Another important criterion was "capacity utilization and development", meaning that employees are satisfied with autonomy granted to them, after all one of the values of company is "autonomy with responsibility". But also, indicators such as importance of task they perform and the valuing of multiple qualities also cooperated so that the criterion in general was well evaluated.

The criterion showed the greatest discontent was "growth opportunities". The indicator of professional growth was even well evaluated, since there are innumerable cases of employees who manage over time to be promoted. However, indicators such as "training" were divided, and we noticed the biggest complaint comes from surveys answered by employees from administrative sector specifically from sales area. The most negative contribution was "incentive to studies, "where the sum of indifferent to dissatisfied accounted for more than 50% of the opinions. Some reported that before there were investments for this, but for 03 years this benefit has been suspended and so far, has no forecast of return.

Another criterion that deserves attention is "fair and adequate compensation", where around 30% of respondents are not satisfied, and may mean that for better QWL results, greater investments related to profit sharing, benefits and compensation may be required. with the objective of a class wage equivalence. For there is one aspect that can be considered these dissatisfied respondents believe this monetary remuneration is not enough to meet basic needs such as clothing, shelter, food, or to provide them with cultural and economic standards (Lacombe, 2017; Leitão, Pereira, & Gonçalves, 2021).

It is estimated this research can serve to make decisions and assist managers and human resources policies, directing greater efforts to QWL and power that it can exercise within the institution. The higher QWL rates, the greater commitment, satisfaction, and performance of employees in organization. If the same indexes are low, there will be unmotivated, uncommitted people in company who will not be well with their work or with themselves, thus making it more difficult to achieve the institution's objectives. Work is one of the most important points of human life, and can provide personal fulfillment, emotional balance and satisfaction of needs, where through it a person can feel productive, creative, constructive and transforming reality.

As a contribution of results of this research, it appears that the methodology used can be applied in other companies that also appear in rankings related to QWL. As suggestions for

future researches, we present a proposal to compare a company that appears in rankings of the best place to work with a company that does not appear in this sort of rankings.

As a limitation of this study, the limited number of responses and little variety of positions at work stand out, making it impossible to compare different levels of management and operations in this company.

Finally, the research contributes to advancement of previous research about QWL exposing the results compatible with the metric used to define the company as one of the best places to work in the state of Ceará. For future researches in this topic we recommend a greater number of questionnaires and application of questionnaires also directed to senior management positions at this company.

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